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**Building Excellence in Governance for
Jordanian Business Development Associations**
Final Report
July 2004

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Data Page

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Executive Summary

This report commends AMIR's Business Management Initiative for investing significantly in the governance of its Jordanian business association partners. Business associations in Jordan have evolved rapidly at the institutional level, and there is no doubt that the BMI has been a contributory factor.

To some extent, the BMI is now a victim of its own success. The associations are increasingly differentiated and are evolving in ways over which AMIR now has (and should have) diminishing control. Some of them remain stuck in personality-driven models of governance and leadership and have lost their way. Others are increasingly dynamic, self-confident and ambitious. Some will (and should be allowed to) close. Such is association life in a real market.

As the AMIR program moves into a consolidation phase, the BMI should now be working with the winners, and withdrawing its financial and technical support to those associations that will, in any case, fail to survive. There is a limit to scale-based and generic programming – and that limit has been reached. If the BMI is to achieve its objectives it needs to concentrate its technical and financial resources on the provision of increasingly custom designed, top quality TA and consultancy to a smaller number of associations. In this way it will achieve enduring success and the sustainability of its investment in a vibrant Jordanian business sector.

This report also suggests that AMIR's BMI Tourism Sub-Component should take a hard look at its Jordanian partners and consider limiting all support from state controlled 'associations', i.e. Mandatory Associations. Rather than continuing to spread its bets, USAID and AMIR should put their money where their ideology is, and increase their support to the only private and genuinely independent association in the tourism sector – JTOA.

As part of its repositioning in preparation for the completion of the AMIR program, the BMI should convene its BA partners and formalize a shift in its approach. Rather than 'phase out' as a funder and occasional TA provider, the BMI should reposition itself as a service provider to a demanding and critical client group. It should foster a demand driven approach from its clients in this period of consolidation and completion.

The forthcoming BA governance manual should be previewed by a selected group of associations before the final draft is approved.

Finally, this report proposes the establishment of a Jordanian National Institute for Corporate Governance, using one of the BMI's more successful business associations as a co-design and launch partner. This would be a major contribution to the development of the business sector in Jordan, and would provide an enduring institutional development legacy to both the for-profit and not for profit sectors.

Conclusions

1. General

1.1 The BMI is making a significant contribution to business development and civil society organization

AMIR's support for business associations and indeed for associative life in general represents a major, if indirect investment in Jordan civil society. As AMIR moves to the completion of its program in Jordan, and bearing in mind the possibility of a one year extension before close out, the AMIR program is at a critical juncture in determining the legacy of work the program intends to leave behind.

1.2 Jordanian business associations are evolving and segmenting – does AMIR now focus on quality or quantity?

After only a few years (and inevitably) Jordanian business associations are increasingly being differentiated by the quality of their leadership, governance, services and impact on policy. Some, like the Advertisers association, are struggling to find a reason to exist, and seem to be threatened by the notion of change. Some, like the Jordan Exporters and Producers of Fruits and Vegetables Association, admit to having little impact as service providers or as advocates. Others are driven by shared values, have active committees and increasingly capable governing bodies – indeed some Boards are now developing membership renewal and tenure policies that are cutting edge by anyone's standards. AMIR has contributed to this success. So where to go now? It is going to become increasingly challenging to offer all of them generic technical support packages that are truly relevant to their increasingly varied needs. Providing more general or generic support at the technical and institutional level is no longer a viable investment.

Meanwhile the number of business associations in Jordan continues to grow. AMIR's contribution to this process is recognized by many within the sector, and is attested to by many current partner associations. What matters now, going forward? Is it possible to offer all the associations an equal level of technical and financial support? Is this a strategic or indeed a viable approach?

Some of these associations will and should fail – such is the free market in associative life. Allowing them to fail would send a realistic and appropriate signal to Jordan that the AMIR program is not here to prop up creaking, opportunistic or non-viable structures. AMIR has an opportunity to focus its continuing investment in a way that offers Jordan a core group of operationally, financially and institutionally sustainable associations. It won't achieve this by focusing on scale.

1.3 Grateful beneficiaries or pro-active partners? More criticism of AMIR means a greater sense of independence

Many associations encountered during this consultancy had highly positive things to say about the contribution that USAID has made to policy development in Jordan. They were also critical of the AMIR program - perhaps more so than they have been before. Their criticism is as much an indicator of their increasing sense of independence as it is an indicator that they do not always agree with USAID/AMIR policy. The more critical they are, the more they are demonstrating their understanding that they need to separate from AMIR in order to build their own sustainability.

1.4 What's the USAID/AMIR strategic thrust, going forward? Incremental and organic change – support for radical shifts in policy? Both?

One critical area in the Jordanian economy – tourism, is supervised by a governmental structure of the classic, third world, interventionist variety. Any country with a 'Ministry of Tourism' has a major problem with its attitude to the free market. AMIR has been visionary in supporting the nascent Jordan Inbound Tour Operators Association (JITOA), the only genuinely independent voluntary association seeking to represent a part of the industry. The approach currently seems to be to support both the Mandatory Associations as well as the only independent voice for the tourism sector. This would suggest that USAID/AMIR is focusing on a wide range of organizations within the sector.. Yet most interlocutors in the tourism industry encountered during this consultancy expressed the view that USAID and AMIR could achieve much more at the macro level by working directly with the government of Jordan to transform tourism policy and to remove the unwieldy, self-interested structures that now stymie the development of the tourist industry.

1.5 The business association/AMIR relationship – where is the power?

Most business associations encountered express the view that their relationship with AMIR is ambivalent. They perceive AMIR as a funder and a technical assistance provider. None of them referred to AMIR as a service provider. Yet unless this role and the perception that goes with it are changed, the business associations will remain trapped in a mentality of dependence on the AMIR program.

2. Re Good governance workshops

2.1 Training for mixed capacity groups has been useful to date but is not the way forward

The workshops were designed to address governance issues for those who are new to Boards as well as providing stimulus for more experienced Board members. Because of the dramatically increased segmentation among business associations, this mandate proved complex and difficult, even though most participants expressed satisfaction with the workshops.

The workshops also served to provide a forum about the need for a business association governance manual – indeed new material and priority issues emerged from both

workshops that have now been incorporated into the final draft. The manual is still in development and will be published and distributed within the coming weeks.

An overview of handout material distributed during the workshops is available in annex.

2.2 AMIR has been a pioneer in investing in governance development – who will take this work forward when AMIR’s work is done?

As has been mentioned in several other reports to AMIR, Jordan still lacks and increasingly needs a permanent institution to promote good corporate governance among both the profit and not for profit sector. As both the for profit and not for profit sectors become increasingly differentiated and as needs for technical assistance become increasingly complex and individualized, the AMI program will find itself unable to provide the quality or scale of response that is being called for (See individual reports on business associations, later in this report). Only a dedicated, Jordanian body with a long term mandate could possibly take up where AMIR must soon leave off. The need for this type of investment will be permanent.

3. Re individual consultancies with Business Associations

The following issues are common to all the association Boards

3.1 Email membership satisfaction surveys don’t work – especially if they ask more than 3 questions

Only face to face contact elicits substantive membership feedback.

3.2 Altruism and self interest don’t always mix – welcome to associative life

Members who have vision for their sector, and who are committed to efforts that enhance the business environment, find themselves confronted with colleagues and counterparts who seem only to have a self interested involvement. This classic association phenomenon has yet to be addressed successfully by the associations who are most concerned about it.

3.3 Meetings are generally poorly managed and led

Even the most sophisticated Boards find that the management of Board meetings is inadequate. All the Boards have issues with agenda planning, minute taking, record keeping, time management and the maintenance of boundaries between the Board and the CEO.

3.4 Tenure and renewal policies are perceived as priority issues

All Boards are aware to a greater or lesser extent that they will have credibility issues unless they address the vexed issue of tenure and Board renewal. Those Boards that are doing best have already begun to implement a process whereby Board membership is restricted to long serving members of successful working groups or committees.

3.5 Board members show up late or don't show up at all

The classic apology for non-attendance (if any apology is given at all) is that the member is busy with other priorities. Secondary to this is the classic – ‘our culture of lateness and casualness with regard to time is to blame’. In any event, a punitive approach to Board member commitment is only a minor stimulus to enhanced attendance. The real reasons for poor attendance are more complex, but can all be dealt with by changes in Board membership policy:

- Non-attending Board members are invariably members of many other Boards, and should never have been selected in the first place. No restrictions on the number of other Board memberships are in place in any business association statutes.
- VIP Board members may have been recruited for laudable reasons, but because of their positions they will never be available. Thus the notion of Board member profiling is the real issue, together with the need to address the misguided notion that VIPs make reliable, useful and effective Board members.
- Boards and Board Chairs are loath to take unpopular decisions even when they are required by the statutes to do so. The culture of conviviality predominates over the culture of professionalism. Tough Board attendance regulations are all conspicuous by their absence.

3.6 Boards do not have a culture of self assessment

None of the business association Boards has yet enculturated a process of self assessment at the Board level. While AMIR/USAID has encouraged the notion of Board retreats, and there are some rare examples of Board self assessment (e.g. JABA), the concept is still nascent.

Recommendations

1. Take advantage of the forthcoming AMIR strategic planning process to focus on sustainable business advocacy as part of an AMIR legacy strategy

AMIR and USAID should now focus all their attention of the establishment to institutionally sustainable structures of ongoing reform. All project activities should be focused towards this end.

2. Focus on quality and impact – and let the irredeemably weak go under

The BMI Component leadership should make a determination about priority business associations and prioritize resources in supporting them. It should withdraw all support to associations that are unresponsive or that continue to demonstrate little or no progress.

Priority should be accorded to three typologies of association:

- Genuine, free membership associations without government appointees
- Associations supporting USAID priority reform issues
- Dynamic associations, regardless of sectoral focus

All BMI institutional development inputs to business association partners should be tied to performance targets – negotiated and agreed in advance with each partner.

3. Reduce or terminate support for QUANGOs (Quasi-Non-Governmental Organizations)

The BMI should focus all its institutional development support to the tourism industry on the Jordan Inbound Tour Operators Association (JITOA), as the voluntary based business association in the Tourism Sector. Ongoing support for government controlled ‘associations’, i.e. Mandatory must be limited to results oriented tasks.

Detailed recommendations for institutional support to JITOA feature in annex.

4. Respond to demand. Build a genuinely demand-driven relationship with AMIR’s selected business association partners

AMIR’s BMI should refocus its approach to BAs, adopting the role of service provider to client organization rather than funder to grantee. It should now downplay the compliance focus in the relationship and, as part of a comprehensive institutional legacy and close out strategy, work with smaller numbers of organizations using a more individualized and custom-designed approach.

Generic workshops should be progressively reduced in number and frequency in favor of custom designed consultancy and training for a smaller number of priority partners.

Ongoing generic workshops that seek to support good governance should provide practical inputs on:

Re programming:

- Advocacy and lobbying methodologies

Re institutional development:

- Leadership and facilitation of Board and executive level meetings
- Board and committee tenure and renewal policy and practice
- Legacy strategizing for outgoing Chairs
- Friends groups and Honorary Committees as a mechanism to harness VIP support
- CEO – Board servicing

Re membership satisfaction:

- Segmenting memberships
- Face to face visits with VIP members
- Phone solicitation
- Targeted approaches for low-investment members
- External assessments
- Questionnaires

5. Establish a Jordanian National Institute for Corporate Governance

USAID and AMIR, working with JABA or another existing Jordanian/American partner, should establish a permanent body to promote and develop excellence in corporate

governance for the for-profit and not for profit sector. The design and strategy for this effort should be co-owned with an existing Jordanian association. Partnership with respected international organizations should be considered as part of a design and start-up strategy. Such an investment is the only guarantee that USAID and AMIR's efforts to support good practice in corporate governance will endure at the policy level.

6. Preview the forthcoming governance manual to a selected group of business association Boards in order to optimize co-ownership and relevance

The Manual should be circulated to at least 5 'priority' Boards for feedback on its content and presentation. It should be finalized as a result of this feedback. The involvement of the associations should be acknowledged in the preface of the manual.

Rapid Reviews and Recommendations by Individual Association

Recommendations to individual Boards and CEOs

The following section provides a rapid overview on individual associations, and is based on a series of one to two hour consultancy meeting with Board members and CEOs. Each subsection is intended for distribution to the Boards and CEOs of the concerned association. The material is not for general distribution beyond the named associations Board and AMIR/USAID.

1. Re Jordan Exporters and Producers of Fruits and Vegetables Association

In attendance: 6

- 4 Board members
- Vision 2020 management consultant
- Administrative assistant

Update

- The association has been operating for 10 years.
- The CEO, currently on maternity leave, is paid approximately 600 JD per month, and is effectively an executive secretary to the Board rather than the association's leader. The Board appreciates her services, but is aware that she is not performing a chief executive's role. They are also aware that they assume the leadership role on an ad hoc basis, thus blurring the distinction between the governed and the governors.
- No formal Board procedures are yet in place. Board meetings rarely work to agendas or record decision formally. No plans to develop governance methodology are yet in place, although the Board manifests interest in this issue and is concerned to strengthen the association institutionally. This is manifested in 'flashes of enthusiasm' followed by slumps in Board member involvement as other priorities consume members' time.
- No formal methods are used to determine membership satisfaction.
- The Board states that few tangible benefits have yet accrued to the membership since the inception of the association.
- No advocacy role is apparent.

- The Board has not formally invested time in developing its own capacity, until the recent attendance of two Board members at the AMIR business association governance training.

Suggestions/Recommendations

- Hold a Board strategic planning retreat using external facilitation. Focus on formalizing the role of the Board and designing a three year strategic plan for operational and institutional sustainability, and a 12 month business plan.
- Refocus the role of the CEO and the Board on the basis of the Board retreat and the business plan.
- Build team work within the Board through the allocation of roles tied to reporting guidelines.
- Determine the future of the CEO. Option 1: Remove her forthwith, raise the salary to a competitive level, design a genuine CEO role for this post and recruit a new candidate. Option 2: Within three months, prepare the existing CEO for the rigors of a significantly upgraded job, negotiate performance targets and assess her performance formally before reaching a decision re the termination or continuation of her employment.

2. Re JABA

In attendance: 3

- President
- Board member
- CEO

Update

- The Board will be renewed/re-elected within the coming 4 weeks. The total of 7 Board members will be retained.
- The new Board Treasurer is an activist member, and has provided hands on support to the Finance Department, significantly upgrading financial control and planning systems.
- A previous Board member, having served two terms and resigned, has now been reelected to the Board. His appointment is perceived as an important acknowledgement of the association's history and learning
- Membership continues to grow and is currently at 450 registered members.
- Two available staff positions remain unfilled.
- Recommendations from the AMIR-supported Board, staff and membership Retreat have resulted in several changes, including:
 1. Three underperforming staff have been replaced.
 2. Staff salaries have been increased.
 3. The CEO is now working more strategically, and is focused on negotiated objectives and performance indicators. She now finds herself less caught up in crisis management.
 4. Time management has measurably improved.

5. Systems consultancy has improved staff and CEO focus on their jobs.
6. Financial sustainability is now being addressed and JABA's short term financial position has dramatically improved.
7. Income is up.
8. Diversification of income has improved.
- The Chair increasingly perceives his role as leading a team of Board members with specifically delegated responsibility. He also expresses the need to further strengthen clarity at the Board and membership level about the distinction between the role of the governing body and the role of the CEO.
- The internal vision and mission provide clarity re institutional development targets and aspirations. However the external vision and mission are less clear and less focused in addressing the balance between JABA's service provision and advocacy roles

Suggestions/Recommendations

Prepare the draft strategic plan for 2005-2008 by November/December 2004. Include the following elements:

1. Solicit more targeted and segmented technical support to corporate governance development from AMIR and other technical and financial partners
2. Use JABA as a host organization to launch a Jordanian Institute of Excellence in Corporate Governance.
3. Solicit AMIR support for technical assistance in advocacy and lobbying at the government level.
4. Reactivate committees as a way of increasing co-ownership opportunities by the membership and of identifying potential activist Board members. Capture this change by designing it into the strategy for 2005-2008.
5. Upgrade reporting to the membership, using targeted bulletins and quarterly reports to segmented members
6. Design a coherent membership satisfaction strategy that ensures segmented members are fully and regularly polled.
7. Review the current program in terms of its impact on members, using objectively verifiable satisfaction assessment tools.
8. Rebalance JABA's service provision and advocacy role to increase lobbying and advocacy activities.
9. Consider the use of an Honorary Committee of VIPs, in order to ensure Board activism while retaining the informal support of highly placed friends of JABA, and ensuring realistic expectations from VIP supporters who may not be available to sit on the Board.

3. Re YEA

In attendance: 4

- CEO
- 3 Board members

Update

- The Board seems enthusiastic, committed and proud of YEA's achievements.
- The Board meets twice monthly. This seems to be a reflection of genuine Board commitment and enthusiasm, but the CEO states that such frequent meetings sometimes foster a tendency on the part of the Board to micromanage the association.
- The Board is of the view that YEA does not adequately gauge membership satisfaction, and is still without an appropriate mechanism to deal with this issue. Board members and the CEO expressed some concern about the quality of communications between the association and its members.
- Membership now numbers in excess of 200, of which about 30 are women.
- Board members and the CEO all expressed concern that the YEA has not yet balanced its portfolio of work appropriately. The current balance favors the macro level over services to the membership, a tendency explained by one Board member as reflecting 'the macro inclinations of the Board'. The association is proud of its record as an advocate for young entrepreneurs but is now concerned to shift the balance to provide a range of appealing membership services offering tangible and direct benefits.
- The Board has 11 members. The association's statutes require 5 (including the Chair) to leave and be replaced imminently. The potential for destabilization at the governance level is thus considerable. Current Board members rely on convivial relations as a uniting force at the Board level, but are aware that such happy circumstances may not be enough to ensure governance stability going forward.
- Some confusion may exist among some Board members in their role as committee Chairs. The link between the committees and the Board and decision making processes are not clear for all Board members.

Suggestions/Recommendations

1. Revise the statutes to reduce the possibility of Board destabilization. Only two members should leave at any one time.
2. Reduce the number of Board meetings to one per month.
3. Consider adopting a Board renewal and tenure policy that formally restricts Board membership to members who have already served on Board committees for a minimum of a year.
4. Consider reducing Board membership to 7, in order to optimize efficiency.
5. Bring the CEO into all committees.
6. Clarify and formalize the role of Board members in chairing committees, and in reporting back to the Board.
7. Consider hiring a consultant or using a staff member to conduct a random, face to face survey of 20% of the membership in order to determine current levels of membership satisfaction.
8. Reduce the complexity of email questionnaires to ensure that the entire questionnaire can be seen on a computer screen, thus reducing feedback resistance and response fatigue on the part of members, and fostering higher response rates.

9. Use General Assembly Meeting, as a yearly opportunity to solicit information about membership satisfaction.
10. Consider developing a 'Friends of YEA' or a similar, non-governing elite, informal body that would be used to retain valued individuals, and attract the interest of VIP supporters who would not normally be available to sit on the Board.
11. Consider using a consultancy arrangement whereby the outgoing Chair would be an advisor to the incoming Chair for a strictly time limited period (and without vote).

4. Re Jordan Forum for Business & Professional Women

In attendance: 2

- Chair
- CEO

Update

- The Board now consists of 9 members.
- The association's membership is growing and now includes 300 members.
- Members often fail to, pay their dues. At present 60 members owe their dues and will be solicited for back payments at the forthcoming General Assembly Meeting.
- The association's 7 committees are led by association members, rather than Board members. This is creating some confusion about decision making, reporting and the parameters of Board authority.
- No tenure procedures for committees are in place, thus allowing committees to sit indefinitely.
- Many of the committees are inactive, and the Chair is of the view that the large number of committees may not be a helpful factor in ensuring the association is sufficiently focused.
- Board members claim to be so busy and in demand that Board attendance is sometimes problematic.
- The Board Chair is concerned to ensure an effective transition when, in conformity with the statutes, she resigns from the Board in September 2005. This is perceived as a key opportunity to strengthen Board procedures and deal with Board tenure and renewal issues that are the cause of some problems re representation and efficiency.
- Current term limits for Board members are under review, and the Chair is considering a new policy that would oblige two Board members to be replaced every year.

Suggestions/Recommendations

1. Reduce the number of committees to those that have a clear, time limited mandate and a set of performance targets. The legal committee and other committees that have no current function or specific purpose/targets should be abolished.

2. Consider abolishing all the committees and reconstituting them as working groups with time limited mandates and performance targets. This would be an opportunity to revise the association's statutes and clarify committee roles and responsibilities.
3. Reduce membership of committees to between 5 and 7 members.
4. Revise the statutes to make association members ineligible for Board membership unless they have proved themselves to be active members of committees for at least one year.
5. Consider conducting an external evaluation of the association's program in order to strengthen focus and direction.

5. Re JRA (Jordanian Restaurateurs Association)

In attendance: 2

- Chair/CEO
- Board member (for 10 minutes)

Update

- The association is in fact a government sanctioned, mandatory association, where the Chair/CEO and the Board can be appointed or removed by the Minister of Tourism. Thus JRA cannot be described as an independent association in spite of the vigorous and independent approach of its Chair/CEO. The Chair asserts that the Ministry of Tourism uses the association as a shield against accusations that it is overly controlling, and as evidence that industry leaders have a voice in policy – while this is not in fact, the case.
- The Chair is a salaried staff member, serves as the CEO of the association, and is also a voting member of the Board.
- 9 individuals now sit on the Board.
- 4 committees support the association in provision of services to members.
- The association now numbers over 400 members. Membership is a requirement in order to be a licensed establishment with the Ministry of Tourism. Thus 'membership' is an obligatory not a voluntary status.
- The CEO is of the view that even with its Mandatory status, the JRA has a role to play in influencing change at the policy level. He cites the much-criticized tourism law of 1988 as a brake on progress in the industry, and claims a valid role in addressing the law's weaknesses with the Minister himself. He also points out that the Ministry itself is principally concerned with classification and regulation of restaurants instead of the promotion of tourism. Indeed the Chair suggests that the Ministry itself is something of an anachronism and should be abolished. His position seems at odds with the limitations ascribed to a person in his position, and he states that he is pushing his role to the limit in lobbying directly to His Majesty King Abdullah, for legislative change.
- The Chair expresses the view that AMIR and others in positions of influence should work directly with the Ministry to amend the law, update the Ministry, and assist the government in directing its energies in reducing taxes on the

industry and supporting the government in developing an entirely new approach to tourism development. He is of the view that the association is doing all it can, given its legal identity, to influence the government, but that nothing significant will change without policy support from a much higher level. The vested interests of the Ministry of Tourism are so entrenched as to be immovable without external support.

- Some training is offered to members (such a barman training) and has proven to be much in demand by members.

Suggestions/Recommendations

AMIR's limited support to JRA may continue to be appropriate, but it should not expect any significant policy changes to be forthcoming in the tourism industry as a result of the JRA's efforts.

6. Re JITOA (The Jordan Inbound Tour Operators Association)

Three short meetings. In attendance: 1/5/2

1. CEO
2. CEO and management consultant
3. CEO and three Board members

The following abridged assessment and concept document was developed for the Tourism sub component of the AMIR BMI further to the three meetings:

**Strengthening JITOA
as an independent champion for the Jordanian tourism industry**

**and leaving an enduring legacy of AMIR program support
for JITOA's institutional development**

Given:

The AMIR program seems to be taking a two-pronged approach to its support for tourism associations. In addition to its support for JITOA, it currently supports two mandatory associations, that state-controlled organizations.. JITOA represents a genuinely private initiative and is thus perceived as a potential innovator in playing an independent role in representing inbound tourism operators and other key players in the industry. While USAID may prefer the JITOA model of an independent industry association rather than mandatory associations,, it is taking a pragmatic line.

In recent months and weeks AMIR has backed away from JITOA to avoid being perceived as taking a too obviously hands-on approach to a favored partner. While this strategy may have been politically expedient, it has not helped JITOA in moving forward at the institutional and strategic level. Beyond the notion of linking to all related associations, and the adoption of a very basic strategic outline, neither the Board nor the

CEO manifest a clear vision about where they want to take the association or how they intend to get there.

The tourist industry in Jordan is perceived by the Jordanian government as a cash cow, to be controlled and manipulated, rather than as a critical industry to be nourished. The very fact that the country has a 'Ministry of Tourism' suggests a statist, interventionist governmental approach to what could be a hugely successful niche industry for the country.

JITOA, a newcomer to the industry, represents the only independent association so far established in the tourism industry. Its establishment occurred in spite of, not because of the approval or agreement of the Ministry of Tourism. At best (and for as long as its membership remains small) it is perceived as an irrelevance or an irritation – at worst it is perceived as a potential threat to vested interests at the Ministry.

JITOA's CEO is new to tourism and has stated his determination to build the association into a viable force for the industry. He claims to have the full support of the Board.

JITOA's Board is principally concerned with the survival and development of the industry in the short term. With the season about to reach its peak, Board members are not engaged in any significant advocacy or lobbying activities – indeed feedback from the Board seems to suggest that the governors believe the organization needs to acquire more members before it can seek to influence policy with any hope of credibility. Training services are seen as the vehicle to acquire a larger membership. No training activities have yet been implemented.

JITOA is in the process of negotiating with a Jordanian management consultant in the development of a complete strategic plan. His approach is prescriptive rather than enabling.

Proposed:

AMIR should consider making a carefully targeted and custom designed investment in JITOA, even at the risk of seeming to be favoring an association that may be viewed with suspicion in some quarters at the Ministry.

AMIR should offer the following institutional development support:

1. The provision of custom designed management mentoring and TA to the CEO in the development of an effective strategy. This investment should be process and product balanced, allowing for the association to develop and adapt its strategy rather than fall into the trap of having a strategy purchased for them off the shelf. The process should include the development of a business plan for 2005, based on year one of a three-year strategic plan
2. Facilitation of a JITOA Board, staff and membership retreat, where a draft strategy would be presented and agreed, with the fullest possible participation

3. An ongoing process of leadership mentoring to the CEO and governance consultancy to the Board in order to:
 - Consolidate and operationalize the strategy
 - Negotiate CEO performance targets, linked to the business plan, and ensure their use by the Board as benchmarks for progress
 - Strengthen CEO leadership and management capacity
 - Establish exemplary corporate governance structure for the association, together with appropriate tenure and renewal policies and practices
 - Build clarity in the roles between the executive, the membership and the governing body
4. The provision of grants to support:
 - Advocacy and lobbying capacity development
 - Training events for members and non-members
 - Showcasing of events
 - Membership development
 - Expansion and diversification of revenue

7. Re JAPM (Jordanian Association of Pharmaceutical Manufacturers)

In attendance: 3

- CEO
- 2 Board members

Update

- The association was set up in 1996, and is unique among AMIR BA partners in that all (14) Board members are General Managers of member companies, and constitute the full membership of the association. Thus when the Board meets, the entire association is represented. It could indeed be argued that the association is more of a consortium or cartel than a member driven association in the civil society sense of the term.
- The general view is that the association has had some positive impact in lobbying successfully for improvements to the status of the industry and its position as a key element in the Jordanian economy.
- While the association has a broad strategy to promote the industry, the daily reality finds individual members without a sense of common strategy. Three or four majors dominate the industry and are viewed as dominant players in defending the Jordanian pharmaceuticals industry agenda – smaller payers are unwilling to lose perceived advantages by ventilating their company strategies too openly, or by taking a broader strategic view on behalf of the whole industry.

- Some Board members advocate for a smaller Board that would play a more representative role. However the counterargument prevails: how could non-represented members be sure that their interests are being protected or promoted, especially when all the members are to some extent competitors in the market? Meanwhile an 'Executive Committee' (consisting of the Chair, the Vice Chair, the Secretary and the Treasurer) provides direct supervision to the CEO.
- Beyond the Executive Committee no other working committees serve the association.
- The goals of this association are complex in that members are active competitors in a very small industry, and yet in their role as association members they are being asked to set their individual agendas aside and take an altruistic approach to the interests of their competitors. This is perceived as a major identity and goal challenge for the association.
- The Board meets monthly, and works to an agenda. Attendance tends to be high when members are apprised in advance of a particular advantage that may accrue through impending legislative changes. When more mundane or less conspicuously beneficial meetings are convened, attendance tends to be lower, and to consist of the General Managers of the larger companies.
- Board meetings are generally productive and product focused. However, because of the nature of the membership, each Board member feels the need to defend his corner, and to make a suitably impressive intervention at every meeting. This is both time consuming and unproductive. Thus Board management is a difficult issue. The Chair feels the need to allow all members to have their say, but in so doing finds himself presiding over a lengthy event that rarely yields consensus.

Suggestions/Recommendations

1. JAPM needs to decide if its future lies in:
 - a) an adapted status quo (i.e. as a small consortium of competitors who see some limited interest in convening for common interests, or
 - b) become a more broadly based association offering a wider range of services and benefits to a larger target group within its member companies.
2. A facilitated Board retreat might be an appropriate way of focusing on strategic direction and choosing an appropriate option.
3. The association could strengthen its sense of strategic purpose by forming small committees that are required to work to time limited performance targets on behalf of the entire membership. Such committees could include:
 - Streamlining supply

- Lobbying and advocacy for legislative change
- New company development
- Alliance development

8. Re AE Forum (Architectural Engineering Forum)

In attendance: 3

- Founding Board members

Update

- The AE Forum is at an early stage in its development, and is currently being driven by its founder members. All are leaders in their fields. Four Board members have launched the Forum and are in the process of recruiting three additional members to complete a 7 person founding Board.
- The Forum is acutely aware of the pivotal nature of this industry for Vision 2020. Differentiating Jordan in architectural engineering is perceived as a winning formula, and of great interest and concern at the highest levels on government and beyond.
- The current concept for the Forum is to focus on developing excellence and innovation among aspiring members. Thus the Forum will not seek to grow membership by accepting all comers, but will focus on potential members who are committed to investing in excellence in their industry. A potential membership of 50 is currently envisaged, with a focus on selecting potential members who share common values, standards and interests. The specific nature of how members would self select or be selected has not yet been elaborated. The notion of Associate members is also being considered.
- Some concern was expressed that AMIR is pressing for the new Board to take an all encompassing approach to membership growth and thus to include as many members as possible. This is not the intended approach of the association, and will not be its policy.
- The association will not seek to displace or supplant any existing structures or other, related associations. It seeks to develop a unique niche by focusing on quality, shared values and innovation.
- While an advocacy role will be included, the nascent Board is currently of the view that the provision of direct services and support to the membership should be the principal focus of work for the medium term.
- A clear sense of business advocacy is expressed by the founding members, coupled with a determination to avoid a more overtly political affiliation.
- The nascent Board seeks to develop an organizational framework where members with shared values can add value to each other and to their industry.

Suggestions/Recommendations

AMIR could make a significant contribution to the AE Forum through the provision of:

1. Funding and technical assistance for a process of strategic planning, including a one day planning retreat for Board members and a potential membership.

2. Limited start-up funding for the establishment of an effective and dynamic organizational structure for the Forum.
3. Membership training in the development of best practice culture.
4. TA re international/bilateral/regional trade.
5. Environmentally friendly development.
6. Membership development re association structure and member participation.

9. Re JIPA (Jordanian Intellectual Property Association)

In attendance: 2

- CEO
- Board member

Update

- The Board now consists of 9 members.
- 4 committees function according to work plans. All are chaired by Board members.
- The association tends to focus principally on the delivery of services to members although some advocacy activity is conducted.
- The association has no procedures manual.
- The greatest perceived challenge is the issue of balancing individual interests of members with the wider interests of the association.

Suggestions/Recommendations

1. An externally facilitated Board and member retreat should focus on strategic direction and the balance between advocacy and service provision.

10. Re IAA (International Advertising Association of Jordan)

In attendance: 4

- Executive Manager
- 3 Board members, including the Chair

Update

- The association was set up in 2001, and now consists of 39 individual members from about 20 advertising companies. It is an affiliate of the international body.
- Corporate membership is considered too expensive to be a workable membership mechanism for smaller companies.
- The current Chair has been in place since the association was founded.
- The Board consists of 7 members. Fulfilling a quorum is problematic.
- Participants expressed concern about individual member interests versus the broader interests of the sector. There is concern that some members work hard to promote the wider interests of the advertising industry while others simply take advantage of the association while contributing little.

- The Executive Manager is currently conducting a membership survey. She is not perceived by the Chair or the Board as a CEO, but rather as a General Secretary.
- Committees have been formed but do not function.
- There seems to be some loss of momentum and commitment at the Board level, coupled with a desire to reinvigorate the association. No strategy is in place to achieve this.
- The association has not yet achieved critical mass in attracting members or soliciting their commitment and their time to association activities.
- Members have not responded to email customer satisfaction questionnaires.

Suggestions/Recommendations

1. Use the membership survey to poll members on what they want from the association.
2. Reduce the complexity of email questionnaires to ensure that the entire questionnaire can be seen on a computer screen, thus reducing feedback resistance and response fatigue on the part of members, and fostering higher response rates.
3. Formally abolish all existing committees.
4. Re-constitute one committee with a specific and time limited mandate. Suggestion: Form a VIP support group committee. The committee would be tasked with the recruitment of a small and exclusive group of non-members. The VIP support group would act as a 'Friends of the Association' structure. Further, the committee would be tasked with the organization of a prestige gala event within 12 months, in order to bring public and government attention to the association's existence (and indirectly to rebuild enthusiasm and momentum internally).
5. Within 6 months, constitute an externally facilitated strategic planning retreat in order to review progress and set goals and objectives for the medium term.

Annex 1. Workshop daily agenda

<p style="text-align: center;">AMIR Program</p> <p style="text-align: center;">Building Excellence</p> <p style="text-align: center;">in the Governance of Jordanian Business Development Associations</p> <p style="text-align: center;">A one-day governance development workshop at the Sheraton Hotel, Amman</p> <p style="text-align: center;">July 20, 21 & 22, 2004</p>		
Time	Objective	Methodology
08.00	Registration & Coffee	
08.15	Introduction to participants Establish workshop norms Clarify workshop purpose Set follow up consultancy agenda	Plenary discussion
08.30	Review proposed agenda items Identify and select priority issues & requirements for afternoon agenda	Group discussion
09.00	Review Board nomination & tenure	Interviews in plenary
09.45	Assess current overall BA institutional (and governance) capacity (Part 1)	Questionnaires Group discussion Mapping exercise
10.30	Break	
10.45	Assess current overall BA institutional (and governance) capacity (Part 2)	Questionnaires Group discussion Mapping exercise
11.30	Review good practice fundamentals in BA governance	Presentation Plenary discussion
12.40	Revisit priority issues for afternoon agenda	Plenary discussion
12.45	Break	
14.15	Priority development issue # 1 explored	Plenary & groups
15.15	Break	
15.30	Priority governance development issue # 2 explored	Plenary & groups
16.30	Review planning templates & methods for ongoing, good governance investment	Presentation & groups
16.50	Evaluation	Written exercise Group discussion
17.00	Close	

Annex 2. Workshop handouts

Hand out 1. What is Good Governance?

Governance is the process by which the Board guides the Association to achieve its mission and protect the members' and other owners' interests and assets. Good governance is about balancing strategic and operational responsibilities effectively.

The Association's values and corporate culture are central to the performance of the Board's role as governors. These values and this culture inform every aspect of the Board's comportment.

It is thus required of the Board to invest in its own capacity to govern effectively and accountably. The Board should aim for excellence in governance.

Handout 2. Why, really are you here?

Why are the other Board members here? People join business Association Boards for all sorts of reasons:

1. To be of service
2. To learn about what governance means, and to keep up with governance trends
3. To promote a self interested position
4. To further a political agenda
5. To further a social agenda
6. To be noticed and appreciated
7. To build connections and networks within the business sector

Handout 3. Boards ask people to join them for all sorts of reasons:

1. Because your name will add prestige and value to the standing of the Association
2. Because you are known as a top professional in your field, and the Board has recognized it needs a person with your profile to build credibility among the Association's membership
3. Because they see you as the token woman, or a token minority, and they need to show skeptics and donors that they have women and minorities at the governance level
4. Because you are well connected and they need your access to important people
5. Because you won't make a fuss or ask any embarrassing questions
6. Because the Board has recognized it needs new energy and a member who will stir things up
7. Because you are a known campaigner for a better deal for business people

Handout 4. What kind of Board are you right now? What kind of Board do you want to be?

Acolytes	Reactors	Occasional Activists	Activists	Proactive Catalysts	Hyper-activists
Overly dominated by the Chair or by the CEO Always votes with the majority	Reviews issues that are specifically brought to its attention only	Limited involvement in reviewing performance	Approves decisions involving vision, mission, strategy, policies and objectives Active Board Committees Involved in fiscal and management audits	Takes a lead role in setting and changing the mission, strategy, policies and objectives Very active strategic review role	Closely oversees work of CEO, questioning day-to-day management Engages regularly and directly with staff to understand operational issues Creates policies that undermine CEO authority

Passive

Active

Overactive

Danger of mismanagement

Danger of micromanagement

Handout 5. The Board Member Commitment

I, Ms/Mr. A. Boardmember, understand, as a member of the Board of Directors of the XYZ Association, I have a legal and moral responsibility to ensure that the Association does the best work possible in pursuit of its goals. I believe in the Association's purpose and mission, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a Board member:

1. I will communicate the Association's work and values to the community, represent the Association and act as a spokesperson and advocate.
2. I will attend at least 80% of Board meetings, committee meetings and special events.
3. I will actively participate in fundraising and promotional activities.
4. I will act in the best interests of the Association, and excuse myself from discussions and votes for which I have a conflict of interest.

5. I will stay informed about the Association's program. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies and other Board matters.

6. I will work in good faith with staff, Association members and other Board members as partners toward achievement of our goals.

7. If I fail to fulfill these commitments, I will expect the Board Chair to discuss my responsibilities with me.

In turn, the Association will be responsible to me in several ways:

1. I will be sent in a timely manner, without request, quarterly financial reports and an update of Association activities that allow me to fulfill my obligations as per the Statutes.

2. Opportunities will be offered to me to discuss with the Chief Executive and Board Chair the Association's goals, status, strategy and program. I may also request such opportunities.

3. The Association will help me perform my duties by keeping me informed about developments in the business and related sectors, and by offering me opportunities for professional development as a Board member.

4. Board members and staff will respond in a straightforward fashion to questions I have that are necessary to carry out my fiscal, legal and moral responsibilities.

5. If the Association does not fulfill its commitments to me, I can call on the Board Chair and Chief Executive to discuss these responsibilities.

Signed:

Date:

Member, Board of Directors

Signed:

Date:

Chair, Board of Directors

Handout 6. What about the Members? (Who really owns this Association?)

The business Association belongs to its members, and thus the membership represents the ‘owners’ in the corporate sense of the word. However other stakeholders may also represent owners, especially those who have provided start-up capital for the Association, such as donors, institutional funders, and government. And some members may have founder member status, having contributed more to start up than others. Such members may claim more rights as owners than other members. The Board’s membership should reflect this reality.

The General Assembly of the members is of primordial importance in a Business Association, because all the General Assembly members are also, to some extent, owners.

From a governance point of view, the Association ownership has several advantages over other types of corporate structure:

- Access to donors and grant makers
- A motivated, owner-driven client base
- Unity of purpose in key issues such as legislation
- Most Board members are likely to be in the same business
- The non-profit motive fosters objectivity

- And some disadvantages:

- Donors may interfere in policy and implementation, damaging a sense of co-ownership among the membership
- Donors may stay involved too long, inadvertently damaging the ‘hunger’ to build independence and institutional sustainability
- The non-profit motive means that the Association is dependent on the motivations of its Board members

Handout 7. Board Member Duties

1. The duty of Care

- Devote sufficient time to be a productive Board member
- Prepare for Board meetings by reading preparatory documentation
- Participate actively in Board Committees
- Ask pertinent questions in order to understand more fully how the Association is operating
- Contribute in good faith
- Make decisions and participate in voting from an informed point of view

2. The duty of Loyalty

- Avoid any conflict of interest. Loyalty as a Board member is to the Association, not to a Board member's individual company
- Even when voting in disagreement, support majority Board votes wholeheartedly
- Maintain independence, objectivity and absolute confidentiality in all Board business
- Function according to the highest ethical standards
- Disclose any actual or potential conflict of interest that could have an influence on participation in a Board decision

3. The duty of Obedience

- Be guided by Association's Vision, Mission, Values and Goals. Ensure they guide your contribution to every Board meeting
- Always behave in a manner that is consistent with the Association's institutional Objectives

Handout 8. Legal Obligations and your Board's Fiduciary role - the Four Golden Rules

Rule 1. Legally, the buck stops with you

You are here to ensure that the Association complies with its Articles, Statutes, legal obligations and internal policies and procedures.

It is your duty to be fully aware of your legal liability as a Board member. This is crucial, especially if you are legally liable for financial losses.

Rule 2. Fiduciary responsibility means the Association's owners can rely on your integrity and professionalism

You are a steward of the Association, and as a Board member, represent its highest authority. You are a custodian of the power and property invested by the Association's owners, regardless of whether they are donors, shareholders or members.

You must therefore be committed to protect the owners' property and their interests.

Your membership of the Board requires you to ensure the Association is governed and managed in accordance with its stated vision, mission and values.

You are required to fully understand the Association's short and long-term financial position in relation to its strategic plan.

As a Board member it is your responsibility to ensure that sufficient resources are secured to make the strategic plan a reality.

While respecting the short and medium-term goals of the owners, your Board, must equally defend the Association's long-term relevance, viability and sustainability.

Rule 3. You guarantee oversight of the Association

Your Board governs the Association. You are not managers, and should not micromanage the Association unless a crisis requires you to.

You should provide supervision and direction to the CEO and ensure that the Executive transforms the strategic plan into reality.

Your Chief Executive Officer provides operational authority and ensures that the Association's services and other operations are delivered as agreed and negotiated with the Board.

Your Board appoints the Chief Executive Officer. You negotiate performance targets with the CEO and ensure the targets are met or modified.

Your Board monitors operations and business performance.

Your Board assesses the performance of the Association relative to the evolving needs of the membership. It is your responsibility to ensure that the Chief Executive keeps you regularly updated about the Association's performance.

You should pay particular attention to:

- Service relevance
- Service accessibility
- Service quality
- Service/advocacy balance
- Member satisfaction and membership development

It is your responsibility to act effectively if the Association is placed at risk.

Rule 4. You invest in your own capacity to govern well

Your Board should recognize that good governance is the foundation of a strong Association. Your Board should be committed to continuing self-assessment as the governing body, and also to an ongoing investment in good governance development.

Handout 9. Board Member Responsibilities

1. Establish and defend the Mission, Aims and Values of the Association

The Board's fundamental responsibility is to ensure that the values of the Association are respected and promoted in all aspects of its work.

The Board contributes to the development of the vision and mission statements and is the final arbiter of these documents. The Board also reviews the mission statement on a regular basis, and determines if changes are necessary.

2. Recruit, employ and supervise the Executive

The final decision about the recruitment or the termination of employment of the CEO is the Board's. The CEO is subordinate to the Board and reports to it. The Board determines what sort of leadership and management style it feels is appropriate for the Association and recruits accordingly.

3. Provide support and supervision to the CEO. Review the performance of the CEO

The CEO needs and receives the moral and professional support of the Board. The Board Chair plays a particularly important role, but all Board members have a significant role to play in assisting and supporting the CEO.

Review the CEO's performance. This is one of the primary responsibilities of the Board. The CEO enters into an agreement with the Board about goals and targets to be achieved in the coming year. The Board reviews the CEO's performance in relation to these goals, using pre-determined criteria and indicators.

The Board retains the right to bring in outside consultants to help it audit the performance of the Association, and review the performance of the CEO.

4. Plan for a strong Association

Board members are actively involved in the development of the strategic plan, and ensure that the CEO's proposed annual business plan supports long-term strategy.

The Board requires plans to be developed and proposed by the CEO in conjunction with her/his staff. The Board then reviews proposed plans and asks the following questions:

- Is the plan comprehensive and complete? What elements are missing from the plan?
- Have all the cost-factors been taken into account?
- Is the plan in harmony with the Association's mission statement and its stated goals and values?
- What are the implications for the Association's human resources if the plan goes ahead?
- Is the Association ready for the proposed change? Does the Association have the leadership and other human resource skills it needs to make the plan a success? What changes will need to be made? What will the Association need to invest?
- Can the Association sustain the change? Do the benefits outweigh the risks?

5. Support capital resource development and the generation of sustainable resources

Every Board member gives an inventory to the Chair of all the people they know who may be of use to the Association.

Board members are also involved in:

- Approval of the capital resource development plan and budget submitted by the CEO
- The establishment of a resource development committee composed of Board members and staff
- Direct participation in the submission of proposals to potential funders

6. Ensure financial control and planning

The Board has a major responsibility for helping to develop and approve the annual budget. Financial experts on the Board (the finance committee) have a special responsibility to liaise with the Finance Officer and the CEO to ensure that the budget is realistic and that it is based on sound resource development projections.

The Board also monitors the implementation of the budget. To do this it requires regular, accurate and clear financial reports from the CEO.

The Board ensures a yearly audit by an external, certified public accountant or audit company. The audit company is changed every three years.

7. Determine and monitor the Association's services and activities

The Board has a fundamental responsibility to ensure that all current and proposed products and activities are consistent with the Association's mission.

Board members meet Association members frequently to gain insight into the client perspective and to receive unbiased input on the Association's services.

The Board receives regular progress reports from the CEO on the Association's performance. These reports indicate accurate information on services, activities, member profiles and statistics, impact and performance relative to objectives and plans for the coming reporting period.

The Board considers the following:

- When was the last time an independent evaluation was made of the effectiveness and impact of the Association? Has the Board made the recommended changes? If not, why not?
- When was the last internal progress evaluation? What changes have been made since as a result of that evaluation?
- How does the Board know if the members and other stakeholders need or want the Association's services? Where is the evidence? Have member needs changed? Are they satisfied with currently provided services? Are our member satisfaction enquiry methods adequate?

8. Promote and enhance the Association's image

The Board is a link between the Association and the outside world. It has a major role in promoting the work of the Association to its owners, members, government, donors, local authorities, and other stakeholders. Individual Board members play a key role in developing and maintaining these links.

One Board member acts as the Association's spokesperson.

9. Serve as a Court of Appeal

In rare cases, it may be necessary for the Board to adjudicate in a conflict between the CEO and a staff member. The Board works to avoid such conflicts by ensuring that the CEO observes approved personnel policies re employment, salaries, grievance procedures, and hiring and firing policies.

10. Review Board performance

The Board regularly assesses its own usefulness to the Association. The Board takes time every year to:

- Assess Board performance over the past year
- Determine the Association's governance development needs
- Strengthen Board/team cohesion
- Determine how Board membership composition, membership nomination procedures, accountability and overall performance can be strengthened
- Set Board performance targets for the coming year

Annex 3: Consultancy schedule

Date 04	Activity
Day 1. April 16	Manual design and research
Day 2. April 17	Manual design and research
Day 3. April 18	Manual design and development
Day 4. April 19	Manual development

Date 04	Activity
Day 5. July 17	Travel to Jordan. Missed connection. Overnight Frankfurt airport. Manual development
Day 6. July 18	Travel to Jordan. Briefings with AMIR program Deputy Component leader
Day 7. July 19	Workshop preparation
Day 8. July 20	Manual development Manual briefings with AMIR
Day 9. July 21	Governance workshop
Day 10. July 22	Governance workshop
July 23	Day off
Day 11. July 24	Manual development Consultancy meeting with JEPA
Day 12. July 25	Consultancy meetings with: JABA Board and CEO YEA Board and CEO
Day 13. July 26	Consultancy meetings with: Jordan Forum for Business & Professional Women Jordan Restaurateurs Association JITOA (The Jordan Inbound Tour Operators Association)
Day 14. July 27	Consultancy meeting with Briefing with AMIR Tourism sub component manager
Day 15. July 28	Manual preparation briefings with AMIR and graphic designer Consultancy meeting with: AE Forum (Architectural Engineering Forum) JAPM (Jordanian Association of Pharmaceutical Manufacturers) JITOA (The Jordan Inbound Tour Operators Association)
Day 16. July 29	Travel to Europe Report development
Day 17. July 30	Travel to Europe Report development Manual development
Day 17. August 1	Report development Manual development